

University-Wide IT Governance Framework

Background

Texas A&M University currently utilizes a decentralized model for some information technology (IT) spending and some decision-making. A university-wide IT Governance framework seeks to address IT issues that impact the entire university through a formalized mechanism for input and decision making in a centralized fashion, while leveraging the autonomous benefits of a decentralized university IT environment.

IT Governance research was conducted in the preceding years to the development of this document. The current framework capitalizes on the most important elements of the previous research offered among the Information Technology Advisory Committee (ITAC), elements of good practices found in the Deloitte-based Texas A&M System IT Governance and Collaboration Framework, and the Texas A&M University System Internal Audit recommendations on IT Governance. External research elements included the Information Technology Infrastructure Library (ITIL) version 3, Control Objectives for Information Technology (COBIT) version 5, the framework for the Governance of Enterprise IT (GEIT), IT Governance by Weill and Ross, the Educause IT Governance aggregation of research, and a comparison against numerous Vision 2020 peer institutions.

Guiding Definition

IT Governance is the assurance that IT aligns with the outcomes required by the university for successful fulfillment of its mission. It ensures that appropriate decision-making activities (prioritization and funding) are done in concert with the university's strategic priorities, while considering input from a broad base of stakeholders.

Mission, Purpose, and Responsibilities

Mission Statement

Ensure holistic alignment of IT resources and services university-wide to support the mission of the university, while becoming more efficient and effective in the focus of attention and time on activities that achieve shared priorities in a decentralized organizational structure.

Purpose Statement

IT Governance at Texas A&M is the essential foundation for a shared IT vision that is agile and responsive. Allowing the entire university IT community to unite on common goals that will serve the university, state, and citizens of Texas.

Responsibilities

The responsibility of a shared IT vision belongs to all clients, decision makers, and stewards of IT services across Texas A&M University. It is this shared responsibility that is reflected in the IT Governance framework, to facilitate a common, thoughtful consideration of the overall needs of the university community. IT Governance stewards the shared responsibility of the overall governance of IT initiatives across the Academic, Administrative, Research, and Technical domains.

Values

We value the ability to be open to multiple perspectives, recognizing that the executive leaders of Texas A&M University drive IT's overall effectiveness, and respect the uniqueness of the university's organizational culture. As such, the five tenets that drive the confidence in IT Governance are: Transparency, Accountability, Collaboration, Stewardship, and Agility.

Value 1

We value Transparency by providing information about IT decisions to all stakeholders with clear information on the process for funding, decision making, and strategic dialogues with the appropriate stakeholders, at various levels of the university.

Value 2

We value Accountability by acknowledging that IT is accountable to the governing groups for IT decisions with the subsequent implementation and execution of decisions in a timely manner. Accountability is further exemplified by providing feedback, updates, and reports to all appropriate stakeholders regarding IT Governance outcomes.

Value 3

We value Stewardship through the assurance that IT leadership is efficiently and responsibly using IT resources in the best interest of the university, its stakeholders, and members of the extended Texas A&M community.

Value 4

We value Collaboration in dialogues and decision-making by ensuring that decisions are informed from multiple perspectives and increase teamwork via the implementation of projects across divisions for greater impact and utilization.

Value 5

We value Agility by facilitating the continual service improvement of the IT Governance framework through adaptation and adjustment to succeed in a rapidly changing, ambiguous, and dynamic environment of higher education.

Objectives and Scope

The scope of IT Governance includes, at the broadest, an alignment of IT outcomes required by the university for successful fulfillment of its mission. IT Governance encompasses appropriate university-wide IT decision-making activities, IT policy and standards development, IT risk optimization, assurance of IT benefit and value realization, optimization of IT investment and resource management, and the alignment of IT strategy to the overall university mission and strategy.

Objective 1

Establish, maintain, communicate, and continuously improve a campus-wide IT vision that supports the Texas A&M University mission, goals, and outcomes.

Objective 2

Establish, maintain, adjust, report, and continuously re-align an IT investment management program through an IT budget structure for total IT expenditures university-wide, with primary focus on the CIO's IT organization(s).

Objective 3

Establish, maintain, communicate, and continuously improve IT policies, technical architectures, and technical standards that support strategic, university-wide IT priorities.

Objective 4

Set the direction, exercise decision-making, and prioritize an IT portfolio of university-wide services, programs, and projects for the purpose of aligning IT investment to the university mission and requirements of stakeholder groups.

Objective 5

Enable the utilization and optimization of IT services, programs, and projects for the Teaching, Research, and Learning technology-related initiatives at the university-wide level.

Objective 6

Facilitate a formal input structure from a diverse body of stakeholders university-wide on the performance and utilization of existing IT services, as well as the identification of new IT services.

IT Governance Mechanisms

An IT Governance domain is a distinct collection of decisions spanning across strategy, tactics, management, and policy. Each domain contains a number of processes, realized via decision and input structures. The IT Governance framework includes the Executive, Strategic, and Technical-Policy domains.

Executive Domain

Accountable for the overall evaluation, direction, and monitoring of the IT Governance framework. The Executive Domain ensures that IT enables and supports the achievement of the university mission and business objectives. This occurs through the integration of IT strategic plan(s) with the university strategic plan, alignment of IT services with university operations for the purpose of optimizing services and processes, and the optimal utilization of IT investments. The Executive Domain contains processes and structures that have final authority over IT operations and the associated management tiers.

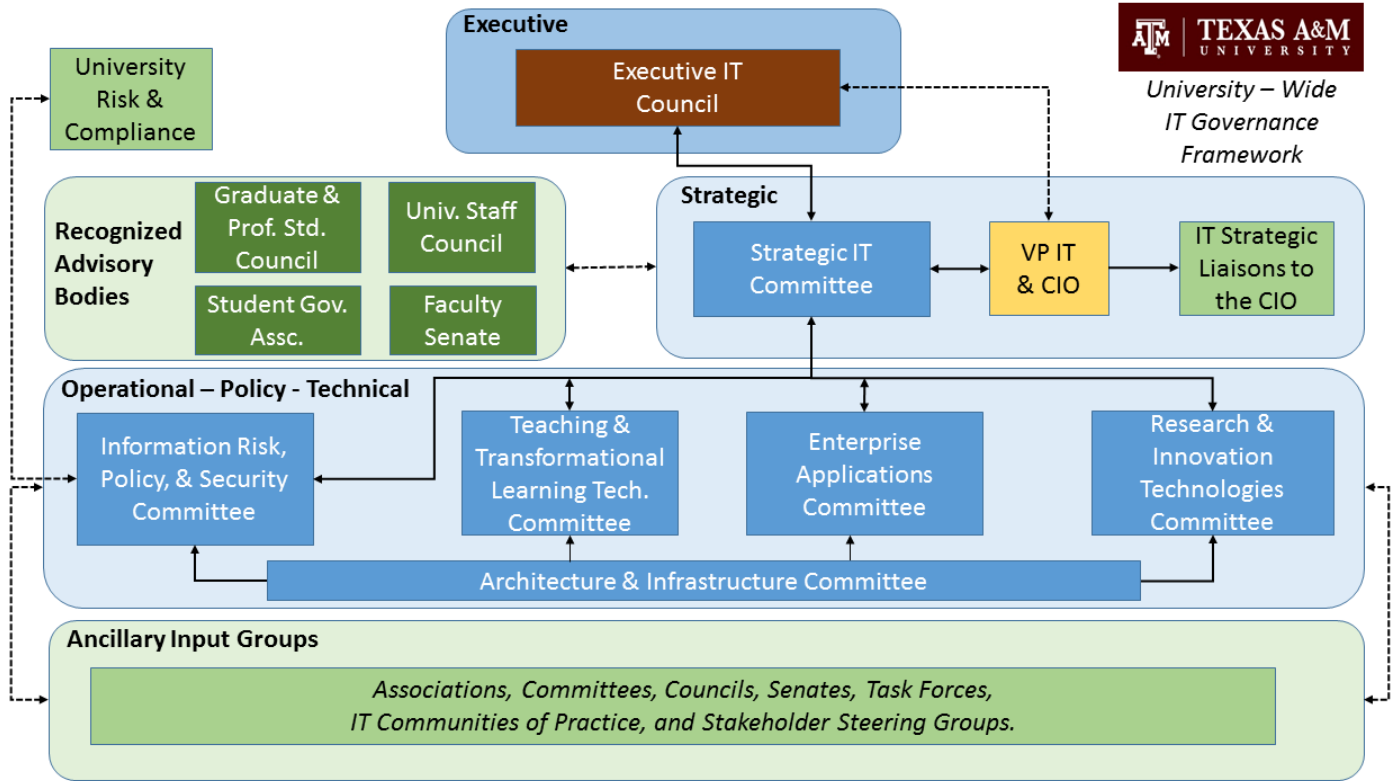
Strategic Domain

Accountable for planning, building, running, and improving all aspects of the IT organization(s). The Strategic Domain ensures that IT creates optimal value (bundle of benefits less the actual costs as viewed by the consumer of an IT service or resource) by delivering the services and resources necessary to enable the fulfillment of the university mission and business objectives. The Strategic Domain contains processes and structures that provide input and make recommendations that are ultimately approved by the Executive Domain, with the exception of Operational and Managerial decisions.

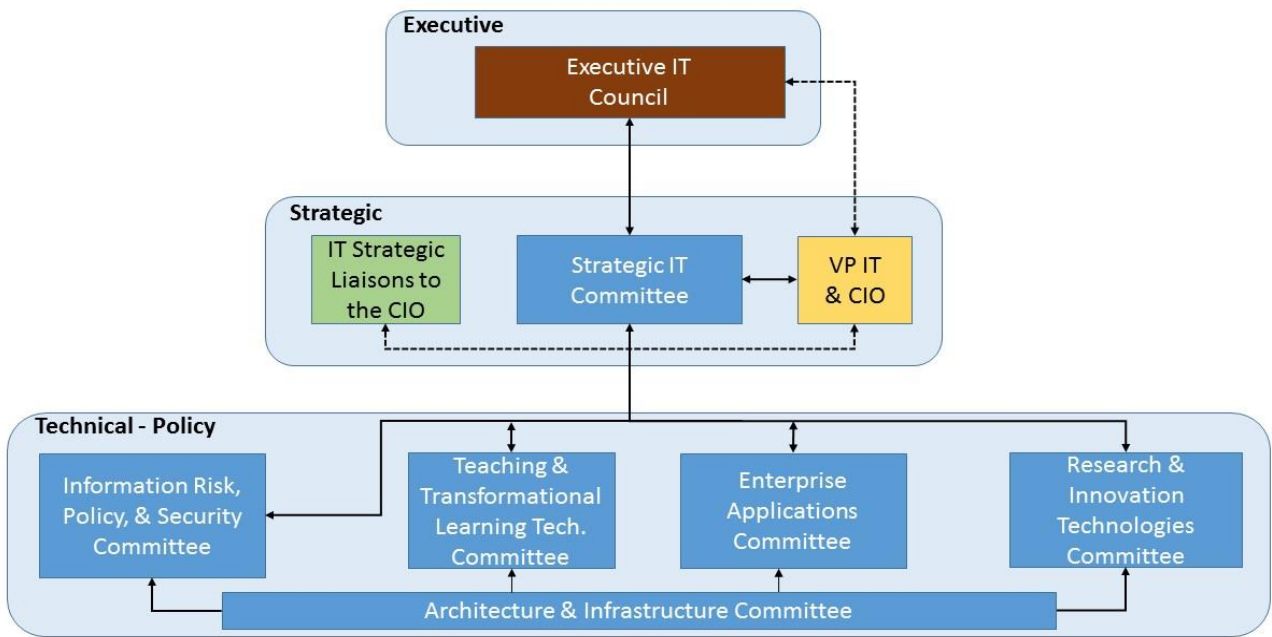
Technical-Policy Domain

Accountable for the alignment and development of relevant standards and procedures necessary to identify, evaluate, analyze, mitigate, manage, monitor, and communicate IT-related risk, policy, and architecture as an integral part of the university-wide IT Governance framework. The Technical-Policy Domain ensures that IT builds, maintains, and/or replaces IT architectural plans, applications, infrastructure, policies, procedures, and risk management activities according to the Executive Domain risk appetite and tolerance thresholds. The Technical-Policy domain has an overlapping relationship with the Strategic Domain, as inputs and outputs between the two domains will be both common and expected. This domain is distinct from the Strategic Domain in that it is responsible for the specialized technical analysis of topics that lead to recommendations, plans, and policies that are not included in the scope of the Strategic Domain.

Complete Component Model



Simplified Component Model



Decision-Making Structures

Decision-making structures are organizational units and roles responsible for receiving input from university stakeholders and making decisions within a defined scope. This section contains each decision-making structure in the IT Governance framework, recognize inputs and outputs between the structures, outline alignment processes to ensure that behaviors are consistent with IT policy, and draw unique boundaries between the structures and their associated sub-structures.

The decision-making structures recognized in the Component Model include only the Council (maroon) and Committees (blue). Solid lines indicate a formal IT Governance relationship expressed through specific scope and interaction outlined in this document. Dotted lines indicate a relationship with informal inputs/outputs that are not specifically addressed in this document, yet, are recognized to exist and impact the overall operation of the IT Governance structure. Structures outside of the component model diagram may be grafted or voiced into the IT Governance framework as part of the ancillary input groups domain. The Strategic IT Committee (SITC) serves as the authoritative body for recognizing input groups and will maintain a process for request/acknowledgment into the framework.

Outside of formal input bodies, any student, faculty, or staff member (university stakeholders) may submit issues or topics for review by the IT Governance committees. University stakeholders should route these requests through their respective governance body (e.g., undergraduate students to student government association, faculty to faculty senate, staff to university staff council, IT professionals to IT strategic liaisons, etc.). The Strategic IT Committee contains representatives from recognized advisory bodies that will tender issues or topics received and the IT Strategic Liaisons are comprised of IT professionals who interact with the Vice President for IT and CIO.

It is important to highlight that IT decisions will occur outside of the governance model with respect to management. Management plans, builds, runs, and monitors activities in alignment with the direction set by the governance model to achieve university objectives. Whereas governance ensures that stakeholder needs, conditions, and options are evaluated to determine balanced, agreed-on university objectives to be achieved, setting direction through prioritization and strategic decision-making, and monitoring performance and compliance against agreed-on direction and objectives.

Structural Definitions

IT Council

An IT council is the highest governing body in the IT Governance framework and is ultimately accountable for IT principles, investment, and strategy. An IT council is defined as a group of executive-level university stakeholders who convene on a periodic basis to make decisions, receive input, consult other governance bodies, or deliberate on an IT topic of interest within a given domain on a continual basis.

IT Committee

An IT committee is a deliberative assembly that serves various functions around a university IT service, topic, outcome, or stakeholder group on a continual basis. Committees may report to an IT Governance committee, but are not required to do so in order to maintain existence unless expressly defined by the IT Governance framework. An IT committee recognized by the IT Governance framework is required to maintain an approved charter, elect a chairperson, utilize a consistent membership structure, and conduct periodic communications. A committee may invite input from another committee on an ad-hoc or routine basis. A committee within the IT Governance framework holds decision rights to a university IT service, topic, outcome, or stakeholder group at the university-wide level unless the topic is within the domain of the Executive IT Council. A committee may form one or more sub-committees and receive input and presentations from those sub-committees or any university stakeholder by invitation. Existing IT committees across the university that wish to become a recognized IT committee and report into the IT Governance framework must receive approval by the Executive IT Council.

IT Subcommittee

An IT subcommittee is a deliberative assembly that serves a specific IT committee. Subcommittees are typically continual in nature, but may be disbanded at the discretion of its parent committee. Subcommittees offer input and recommendations to their parent committee, but not directly to committees unless expressly authorized to do so by the parent committee. A subcommittee does not hold decision or funding rights to a university IT service, topic, outcome, or stakeholder group at the university-wide level. A subcommittee is not required to maintain a charter unless directed to do so by the respective parent committee.

IT Advisory Body

An IT advisory body exists as either a chartered or un-chartered group of individuals whose purpose is to represent the voice of a stakeholder group holistically without regard to a specific topic or issue. A chartered advisory body example could include the Faculty Senate or Student Government Association. These groups are intended to represent the collective interests of their constituents and actively lobby through informal or formal mechanisms for results that positively meet their interests. An unchartered advisory body example could include a group of IT directors from across the university who meet with the CIO for the purpose of advising on technical or operational topics of interest that are within the IT domain. Such a group would not require a charter and would meet on a recurring basis. Bodies of this nature may serve as an input to the IT Governance framework without the need for formal recognition as an input source, as it is within the purview of the CIO to consult such groups within the course of their professional duties or obligations.

IT Special Advisory Body

An IT special advisory body exists as a chartered group of individuals whose purpose is to complete special tasks and initiatives at the request of the Vice President for IT and CIO. This body is similar in purpose to an IT task force; however, it will endure indefinitely as opposed to a specific assignment that starts and ends. An IT special advisory body does not serve as a direct input into an IT Governance committee, acting as a stand-alone

resource for the CIO. A component of the former Information Technology Advisory Committee will be charged as a special advisory body.

IT Task Force

An IT task force is an IT work group typically comprising experts in a specified area of knowledge or practice in combination with the appropriate stakeholders. Task forces are small groups of people and resources brought together to accomplish a specific objective, with the expectation that the group will disband when the objective has been completed. An IT council or committee may create a task force and implement the appropriate controls for the endeavor with an expectation of dissolution at the fulfillment of the task force objective.

IT Community of Practice

IT communities of practice complete the work of addressing priorities outlined by an IT council or IT committee(s) and appoint a leader or leadership group who can foster participation, establish a charge, and develop clear success criteria. IT communities of practice are collaborative, university-wide communities of professionals dedicated to supporting one another and elevating a given service, topic, outcome, or stakeholder group on a continual basis. IT communities of practice are self-managing and gather individuals around a specific topic that is expected to be enduring, though may be disbanded when the topic is no longer relevant due to technology changes or incorporation into the IT Governance framework. All university students, faculty, and staff are welcome to participate in the IT communities of practice unless prohibited by an IT community of practice charter. IT communities of practice do not hold decision or input rights in the IT Governance framework and are required to interact with a committee or council to voice input or tender recommendations. An IT community of practice example is the [GoWeb](#) initiative intended to enable collaboration of communication professionals across the university. A component of the former Information Technology Advisory Committee will be charged as an IT community of practice.

IT Stakeholder Steering Group

An IT stakeholder steering group serves as a representative stakeholder group that works with IT project teams to determine the best course of action and to provide accountability for IT projects at the university. IT stakeholder steering groups aid project teams in developing a project charter that directs the project towards key requirements needed most from the service, create effective communication plan(s) to distribute information to affected stakeholders across the university, refine the project plan, research about the project or service at the university and peer institutions, and deliver the projects and services that the university truly needs.

IT stakeholder steering groups serve as a project management resource for university-wide initiatives and may be formed by an IT committee. An IT stakeholder steering group should contain the project manager for the respective initiative with an appropriate representation of stakeholders for the initiative. At the discretion of an IT committee structure, an IT stakeholder steering group may evolve into a committee or subcommittee once the project transitions into operations.

Decision-Making Council and Committees

Executive IT Council

The university-wide Executive IT Council (EITC, “the Council”) approves the university-wide IT vision and overall IT budget structure, sets key IT priorities for the university, endorses IT principles, policies, and standards, resolves university-wide strategic IT issues, and establishes accountability for enacting decisions. The council consists of executive-level positions from across the university, to include the President, Provost, Chief Financial Officer (CFO), and Chief Information Officer (CIO). The EITC is the definitive decision-making body for IT, ensuring IT alignment with the central mission of the university. The decision-making members of the EITC are the President and Provost, where the President has final decision-making authority.

Council Charge

The Council receives formal, periodic recommendations and input from the CIO and the Strategic IT Committee.

All IT Governance framework committees receive, as inputs, any output of the EITC through a decision, directive, or other approved output mechanism. Such outputs will first route through the CIO or Strategic IT Committee (SITC).

Policy, Decisions, and Exception Facilitation

The Council has the authority to enact policy, execute decisions, and offer exceptions that supersede any IT Governance committee outcome. The Council may request recommendations, inputs, or any action by an IT Governance council.

Membership

Permanent Voting Members (Decision-Making)

University President and Chief Executive Officer

University Provost and Executive Vice President, Chief Academic Officer

Permanent Attending Members

Vice President for IT and Chief Information Officer, Co-Chair

Executive VP for Finance and Operations and Chief Financial Officer (CFO)

Ex-Officio Member

Vice President for Enrollment and Academic Services

Meeting Procedures

Meeting Frequency. Two times per fiscal year on the 2nd Wednesday during March and October. The Council will determine modifications to the meeting schedule as needed based on current activities.

Time Commitment. In addition to the scheduled meetings, members can expect to spend time between meetings

reviewing related material and handling more routine matters via electronic methods utilized for decision making.

Meeting Structure. The Office of the CIO will collect agenda items.

Reporting. The Office of the CIO will report on decisions and maintain electronic communication mediums for distributing university-wide information on EITC in a method that aligns with the IT Governance values of transparency, accountability, stewardship, collaboration, and agility.

Documentation of Proceedings. All meetings will have minutes of discussions, decisions, and action items that are published within two weeks of the proceeding.

Decision Making. The President and Provost shall execute decisions for the Council, with all members offering input to items that are raised to a decision. The President has the final authority in the decision-making process.

Research and Supplemental Input Mechanisms. The Council may establish, at its discretion, additional ad hoc committees, task forces, IT communities of practice, IT stakeholder steering groups, or other bodies as needed. Alternatively, the Council may charge the CIO or the SITC with the establishment of an IT Governance body.

Council Support. The Office of the CIO will provide administrative support in conjunction with the Office of the President.

Strategic IT Committee

Accountable and transparent to the Texas A&M University community, the Strategic IT Committee (SITC) advises and executes decisions on IT strategies, investments, operations, priorities, and services.

The SITC is the direct input body to the EITC among the IT Governance framework. While overall strategies and priorities are set by the EITC, the SITC defines and recommends approaches to key IT issues requiring decisions. The SITC requests the other IT Governance framework committees to take the lead in exploring new IT opportunities, resolving IT issues and recommending courses of action. The SITC may launch special-interest task forces to address and make recommendations on issues that span all IT Governance committees. The SITC governs IT policy, funding for new university-wide IT services, major projects, or IT initiatives, as well as replacement or retirement of IT services and functions. Project priorities, initiative management, and forecasting IT service needs are all important responsibilities of the SITC.

Each committee in the IT Governance framework is responsible for identifying and drafting IT policies relative to their scope with the intention of routing to the Information Risk, Policy, and Security Committee (IRPSC). The SITC drafts IT policies that do not fit within the scope of the other IT Governance framework committees (e.g., it will route policies in draft status for review by the IRPSC before submission to the CIO).

Committee Charge

The SITC produces the following outputs, including, but not limited to:

- Recommendations, strategies, and special reports intended as an input to the EITC in the genre of:
 - University-wide IT funding strategies
 - University-wide policy that sets precedent as received by the IRPSC
 - University-wide IT strategic plans
 - University-wide IT principles
- Final decision on issues originating in the RITC, EAC, TTLTC, and AIC where EITC approval is not required
- Recommendations on information risk, policy, and security to IRPSC
- Requests to all other committees for the exploration of new IT opportunities, resolving IT issues and recommending courses of action related to the scope of a respective committee
- Requests to all other IT Governance input bodies for presentations and reports on IT strategy, operations, plans, technical architecture, or policy matters from across the university
- Requests to IT organizations across the university for presentation and reports on IT strategy, operations, plans, technical architecture, or policy matters from across the university

The SITC receives the following inputs, including, but not limited to:

- Recommendations and decisions that are out of scope for the following committees:
 - Research and Innovation Technologies Committee (RITC)
 - Information Risk, Policy, and Security Committee (IRPSC)
 - Enterprise Applications Committee (EAC)
 - Teaching and Transformational Learning Technologies Committee (TTLTC)
 - Architecture and Infrastructure Committee (AIC)

- Any recognized IT Governance input body.

Policy, Decisions, and Exception Facilitation

The SITC has the authority to execute strategic, operational, planning, technical, and policy decisions, as well as offer exceptions to a decision from any other IT Governance committee.

Membership

Permanent Attending Members (Voting)

Vice President for IT and Chief Information Officer
 Vice President for Enrollment and Academic Services
 1 Council of Deans Representative
 1 Faculty Senate Representative
 2 Faculty Members (By appointment of the Provost)
 1 Council of Principal Investigators Representative
 1 Student Government Association Representative
 1 Graduate and Professional Student Council Representative
 3 Campus Leaders (By appointment of the President)¹
 1 Staff Council Representative
 1 IT Professional (By appointment of the Vice President for IT and CIO)
 1 Texas A&M University at Galveston Representative²
 1 Texas A&M University at Qatar Representative²

Ex-officio Members (Non-Voting)

Chairperson - Architecture and Infrastructure Committee (AIC)
 Chairperson - Enterprise Applications Committee (EAC)
 Chairperson - Information Risk, Policy, and Security Committee (IRPSC)
 Chairperson - Research and Innovation Technologies Committee (RITC)
 Chairperson - Teaching and Transformational Learning Technologies Committee (TTLTC)
 Division of IT Director of Finance
 Office of Budget and Planning - Associate Vice President Representative

Committee Membership

Chairperson. A chairperson shall be elected during the July meeting of each year, serving a one-year term that begins during the September SITC meeting. In the case of the initial implementation of the IT Governance framework, a chair shall be elected during the September meeting.

Member Terms. Each member shall serve a term of two years beginning in the month of August or September, depending upon scheduling, and ending in the month of May during the second year of membership, for a total attendance of seven meetings in addition to related SITC events that occur during the term. The chairperson shall request up to three members for a second term to enable continuity of membership in the committee. The

¹ One campus leader from among the Presidential appointments must be from Texas A&M Health.

² Selected representative from Texas A&M University at Galveston and Texas A&M University at Qatar must be a faculty member.

Vice President for Enrollment and Academic Services has a permanent voting member role. Supplemental term information is available in the *Schedule of Terms* table.

Ex-Officio Members. Each chairperson of the governance committees that report into the SITC shall serve as ex-officio members in the SITC to maintain alignment. The Office of Budget and Planning - Associate Vice President or Appointed Representative and the Division of IT Director of Finance (or related top-level financial leader role for the Division of IT), will attend as ex-officio members, due to the financial charge of the SITC.

Meeting Procedures

Meeting Frequency. A minimum of four meetings per year (up to six meetings where necessary) on the second Wednesday of the month in February, May, August, and November. The committee will determine modifications to the meeting schedule as needed based on current activities. Meetings will be staggered to avoid conflict with other governance bodies.

Time Commitment. In addition to the scheduled meetings, members can expect to spend 5-7 hours between the quarterly meetings via correspondence methods reviewing related material and handling more routine matters via electronic methods utilized for decision making. In order to operationally maintain a quarterly cadence, members are required to pre-read documents relating to issues prior to attending the meeting.

Meeting Structure. The Office of the CIO will collect and confirm agenda items with the chairperson, and circulate agendas in advance of each meeting to ensure informed discussion of scheduled topics. Staff will be available to aid in the facilitation and documentation of the meetings. Robert's Rules of Order will be the parliamentary authority.

Reporting. The Office of the CIO will report on decisions and maintain electronic communication mediums for distributing university-wide information for the SITC.

Documentation of Proceedings. All meetings will have minutes of discussions, decisions, and action items that are published within two weeks of the proceeding.

Voting. The chair (Vice President for IT and CIO) shall execute decisions for the committee, with all attending members offering input to items that are raised to a decision/vote. Attending members, with the exception of ex-officio members, will be "polled" for their position on items raised to a decision. The Vice President for IT and CIO has the final authority in the decision process. A quorum is not required for a meeting to proceed.

Research and Supplemental Input Mechanisms. The committee may establish, at its discretion, additional ad hoc committees, task forces, IT communities of practice, or IT stakeholder steering groups, as needed. Alternatively, the committee may charge any IT Governance committee with the establishment of a research mechanism.

Committee Support. The Office of the CIO will provide administrative support.

Architecture & Infrastructure Committee

The IT Architecture & Infrastructure Committee (AIC) provides input, recommendations, and architected solutions on IT infrastructure service types including the data and voice network, email, calendar and productivity tools, as well as IT infrastructure services provided at scale, such as networking, database, data center colocation, identity management, storage services, backup services, web applications, and hardware services.

Committee Charge

The AIC will oversee committees, existing or developed, that serve as inputs to its overall scope. Active committees established prior to the university-wide IT Governance framework who wish to input or integrate into the AIC, require approval by the SITC to be recognized in the IT Governance framework.

New committees, task forces, IT communities of practice, or IT stakeholder steering groups may be created by the AIC.

The AIC produces the following outputs, including, but not limited to:

- Develop technical architectures or recommendations as prioritized by the SITC to ensure resource optimization and strategic alignment.
- Optimize the design, delivery, operation, and sourcing of university-wide IT service architectures and development of fulfillment strategies or plans to be analyzed by other IT Governance committees and the SITC.
- Conduct an annual review of the overall Texas A&M University IT Service Portfolio and provide recommendations to the SITC for adding, changing, and removing services with recommended changes in technical architectures and solutions.
- Develop recommendations and technical architectures for technologies as requested by the RITC, EAC, and TTLTC.
- Initiate recommendations for new or changed technical architectures or technologies during the normal course of committee function.
- Evaluate, develop, and maintain technical standards for university-wide application program interfaces and protocols in partnership with the EAC.
- Inform the SITC about existing or potential operational or technical issues as a result of new or existing technical architectures and escalate issues as appropriate.
- Evaluate the impact of proposed university and institutional data systems, infrastructure, and applications to existing resources with corollary recommendations for the retirement of existing services from a technical architecture perspective with related solutions.

The AIC votes and makes decisions within the above charge and scope. The AIC receives the following inputs, including, but not limited to:

- Recommendations and decisions that are out of scope for the following committees:
 - Research and Innovation Technologies Committee (RITC)
 - Information Risk, Policy, and Security Committee (IRPSC)
 - Enterprise Applications Committee (EAC)

- Teaching and Transformational Learning Technologies Committee (TTLTC)
- Any recognized IT Governance input body.
- Analysis activities and recommendations requested by any IT Governance Committee.

Policy, Decisions, and Exception Facilitation

The AIC transitions risk, policy, and security issues to the IRPSC identified through the course of its scope. All other exceptions are raised to the SITC.

Membership

Permanent Members (Voting)

Division of IT – Associate Vice President, Enterprise Networks

1 Academic Services IT Representative (By appointment of the Vice President for Enrollment & Academic Services)

7 IT Professionals (By appointment of the Vice President for IT and CIO)

1 Division of Finance and Operations IT Representative (By appointment of the Vice President for Finance and Operations and CFO)

1 Division of Research Representative (By appointment of the Vice President for Research)

1 Division of Student Affairs IT Representative (By appointment of the Vice President for Student Affairs)

2 Faculty Member (By appointment of the Provost)

Ex-officio Members (Non-Voting)

Chairperson – Research and Innovative Technologies Committee

Division of IT – Associate Director for Networking Representative

Division of IT – Associate Director for Systems Engineering Representative

Division of IT – Business Relationship Management Representative

Texas A&M Chief Information Security Officer

Committee Membership

Chair and Chair-Elect: A new chair-elect shall be elected during the first meeting of each year. The chair-elect serves a one-year term that begins during the September meeting, followed by a one-year term as the chair.

Member Terms. Each member shall serve a term of two years beginning in the month of September, and ending in the month of August (depending upon scheduling) during the second year of membership, for a total attendance of 24 meetings in addition to related AIC events that occur during the term. The chairperson shall request up to five members for a second term to enable continuity of membership in the committee.

Supplemental term information is available in the *Schedule of Terms* table.

Ex-Officio Members. The chairperson of the Research and Innovative Technologies Committee and representatives of Division of IT - Associate Director for Networking, Division of IT - Associate Director for Systems Engineering, Business Relationship Management shall serve as ex-officio members for the AIC.

Meeting Procedures

Meeting Frequency. Monthly on the second Thursday of all calendar months. Cadence is monthly as opposed to bi-monthly due to the extended scope and rich technical solution initiation and development nature. The committee will determine modifications to the meeting schedule as needed based on current activities and may elect to cancel up to two meetings per year, particularly near the holiday break or mid-summer term.

Time Commitment. In addition to the scheduled meetings, members can expect to spend 3-4 hours between the monthly meetings via correspondence methods reviewing related material, developing architectures or solutions, and handling more routine matters via electronic methods utilized for decision-making.

Meeting Structure. The Office of the CIO will collect and confirm agenda items with the chairperson, and circulate agendas in advance of each meeting to ensure informed discussion of scheduled topics. Staff will be available to aid in the facilitation and documentation of the meetings. Robert's Rules of Order will be the parliamentary authority.

Reporting. The Office of the CIO will report on decisions and maintain electronic communication mediums for distributing university-wide information for the AIC.

Documentation of Proceedings. All meetings will have minutes of discussions, decisions, and action items that are published within 2 weeks of the proceeding.

Voting. Each voting member shall have one vote counting toward a decision/vote, where a quorum is half of the permanent voting members. The chairperson shall have authority in deciding tied or failed vote/decisions.

Research and Supplemental Input Mechanisms. The committee may establish, at its discretion, additional ad hoc committees, task forces, IT communities of practice, or IT stakeholder steering groups, as needed.

Committee Support. The Office of the CIO will provide administrative support.

Enterprise Applications Committee

The Enterprise Applications Committee (EAC) provides strategic oversight for core administrative information systems across the university. The EAC seeks to align enterprise information technology systems based on the prioritized business needs of the university in order to reduce cost, facilitate innovation, and promote efficient communication. They ensure and review the effectiveness of university-wide applications and institutional data management, while promoting compliance and information technology standards.

The EAC ensures that the diverse stakeholder needs of the university are recognized through the assurance that plans and recommendations are evaluated against the impact on the university's mission, strategic goals, and objectives. This committee increases the role of the existing Enterprise Information Executive Committee, in role and scope, while maintaining student information system oversight as well as other mission critical systems affecting the university as a whole.

An enterprise application or system is robust, scalable, and available to all Texas A&M University stakeholder groups collectively or by group (e.g., faculty, researchers, administrators, staff, undergraduate students, graduate students, etc.). The funding method utilized by the Strategic IT Committee (SITC) is not used to pre-determine which application or system is considered enterprise. The EAC, at the SITC's approval, will manage an active list of systems and applications within IT Governance operations that are recognized as "enterprise."

Committee Charge

The EAC will oversee committees, existing or developed, that serve as inputs to its overall scope. Active committees established prior to the university-wide IT Governance framework who wish to input or integrate into the EAC, require approval by the SITC to be recognized in the IT Governance framework.

New committees, task forces, IT Communities of Practice, or Stakeholder Steering Groups may be created by the EAC.

The EAC produces the following outputs, including, but not limited to:

- Identify and prioritize technology-based solutions for university-wide IT service needs (outside of Research, Teaching, and Learning), set priorities, and ensures coordination on the effective use of information technology resources to meet the operational needs of the university.
- Optimize the design, delivery, operation, and sourcing of university-wide IT services, including shared services and commodity services.
- Conduct an annual review of the overall Texas A&M University IT Service Portfolio and provide recommendations to the SITC for adding, changing, and removing services with recommended changes in investment levels.
- Assess university-wide application and institutional data needs and make operational, planning, and technical recommendations for stakeholder groups (i.e., faculty, researchers, students and staff.)
- Evaluate potential university-wide and institutional data systems projects against the impact on the university's mission and strategic goals and objectives, generating recommendations as an output to the SITC.
- Creating a shared understanding between university stakeholders and IT service providers regarding the onetime (project) and ongoing (system lifecycle) resource implications for university resources of new systems investment.

- Evaluate the impact of proposed university and institutional data systems, infrastructure, and applications to existing resources with corollary recommendations for the retirement of existing services from a business impact perspective.
- Develop, implement, maintain and promote university-wide data management policies, standards, guidelines, and operating procedures related to University Institutional Data assets (as approved by the IRPSC).
- Advise on university-wide strategic plans for data management including sourcing, distribution, maintenance, and quality of University Institutional Data assets.
- Advise on university-wide data management practices for decision making including data warehousing, business intelligence, master data management, and metadata management.
- Recommend plans and methods for assessing data management value and risk.
- Assist in enhancing Institutional Data with consistent definitions and classifications according to data management standards and guidelines.

The EAC votes and makes decisions within the above charge and scope. The EAC receives the following inputs, including, but not limited to:

- Recommendations and decisions that are out of scope for the following committees:
 - Strategic IT Committee (SITC)
 - Architecture and Infrastructure Committee (AIC)
 - Research and Innovation Technologies Committee (RITC)
 - Teaching and Transformational Learning Technologies Committee (TTLTC)
 - Information Risk, Policy, and Security Committee (IRPSC)
- Any recognized IT Governance input body.
- Analysis activities and recommendations requested by any IT Governance committee.

Policy, Decisions, and Exception Facilitation

The EAC transitions risk, policy, and security issues to the IRPSC identified through the course of its scope. All other exceptions are raised to the SITC.

Membership

Permanent Members (Voting)

Assistant Vice President of Academic IT Services

Division of IT – Associate Vice President, Enterprise Platforms, Cloud, and Shared Services

1 Division of Finance & Operations Representative (By appointment of the Vice President for Finance and Operations and Chief Financial Officer)

1 Division of IT Representative (By appointment of the Vice President for IT and CIO)

2 Academic Services Representatives (By appointment of the Associate Vice President for Academic Services)

3 IT Representatives (By appointment of the Vice President for IT and CIO)

1 Division of Student Affairs Representative (By appointment of the Vice President for Student Affairs)

1 Faculty Senate Representative (By appointment of the Faculty Senate Executive Committee)

2 Faculty Member (By appointment of the Provost)

- 1 Faculty Member (By appointment of the Vice President for IT and CIO)
- 1 Division of Research Representative (By appointment of the Vice President for Research)
- 1 Human Resources Member (By appointment of the Vice President for Human Resources and Organizational Effectiveness)
- 1 Learning Management System Representative (By appointment of the Assistant Provost for Academic Innovation)
- 1 Undergraduate Student (By appointment of the Vice President for Student Affairs)

Ex-officio Members (Non-Voting)

- Vice President for Human Resources and Organizational Effectiveness
- Assistant Provost for Academic Innovation
- Director - Enterprise Information Systems
- Chairperson - Research and Innovative Technologies Committee
- Chairperson - Teaching and Transformational Learning Technologies Committee
- Division of IT – Business Relationship Management Representative

Committee Membership

Chair Elect. A chair elect shall be elected during the July meeting of each year. The chair elect acts as the co-chair for the committee and serves a one-year term that begins during the September EAC meeting, followed by a one-year term as the chair.

Member Terms. Each member shall serve a term of two years beginning in the month of September and ending in the month of July during the second year of membership, for a total attendance of twelve meetings in addition to related EAC events that occur during the term. The co-chairperson shall request up to three members for a second term to enable continuity of experience in the committee. Supplemental term information is available in the *Schedule of Terms* table.

Ex-Officio Members. The Vice President for Human Resources and Organizational Effectiveness, Assistant Provost for Academic Innovation, Director of Enterprise Information Systems, a Division of IT Business Relationship Management representative, and chairpersons of the Research and Innovation Technologies Committee and Teaching and Transformational Learning Technologies Committee shall serve as ex-officio members.

Meeting Procedures

Meeting Frequency. Bi-monthly on the fourth Tuesday in January, March, May, July, September, and November. The committee will determine modifications to the meeting schedule as needed based on current activities.

Time Commitment. In addition to the scheduled meetings, members can expect to spend 4-6 hours between the monthly meetings via correspondence methods reviewing related material and handling more routine matters via electronic methods utilized for decision-making.

Meeting Structure. The Office of the CIO will collect and confirm agenda items with the co-chairpersons and circulate agendas in advance of each meeting to ensure informed discussion of scheduled topics. Staff will be



available to aid in the facilitation and documentation of the meetings. Robert's Rules of Order will be the parliamentary authority.

Reporting. The Office of the CIO will report on decisions and maintain electronic communication mediums for distributing university-wide information for the EAC.

Documentation of proceedings. All meetings will have minutes of discussions, decisions, and action items that are published within two weeks of the proceeding.

Voting. Each voting member shall have one vote counting toward a decision/vote, where a quorum is half of the permanent voting members. The co-chairpersons shall have authority in deciding tied or failed vote/decisions.

Research and Supplemental Input Mechanisms. The committee may establish, at its discretion, additional ad hoc committees, task forces, IT communities of practice, or IT stakeholder steering groups, as needed.

Committee Support. The Office of the CIO will provide administrative support.

Information Risk, Policy, & Security Committee

The Information Risk, Policy, and Security Committee (IRPSC) provides the IT Governance framework with institutional governance of information risk. IRPSC is charged with providing oversight and support of Texas A&M University information security by authoring privacy-related policies, procedures, and security initiatives. The committee recommends strategic direction on campus information security and data privacy-related work to ensure that it supports the university mission. IRPSC works in close collaboration with the University Rule Team and Enterprise Risk Management Group within the Office of University Risk and Compliance.

Committee Charge

The IRPSC will oversee committees, existing or developed, that serve as inputs to its overall scope. Active committees established prior to the university-wide IT Governance framework who wish to input or integrate into the IRPSC, require approval by the SITC to be recognized in the IT Governance framework.

New committees, task forces, IT communities of practice, or IT stakeholder steering groups may be created by the IRPSC.

The IRPSC produces the following outputs, including, but not limited to:

- Periodic review and monitoring of the campus information security and privacy programs to ensure adequate transparency on how personal information is protected, what data is collected about electronic activities of individuals, and how such data is used.
- Solicit input and comment through electronic communications channels for proposed standards from information resource managers across the university prior to publication of proposed standards.
- Approval of privacy and information security policies and standards, including evaluation of risks as well as costs and benefits of mitigation, considering workload impact across campus. Following IRPSC approval, information security and privacy policies are referred to University Risk and Compliance for formal authorization where applicable.
- Propose new or modified standards/controls developed by the Texas A&M Risk Management and Policy personnel in the office of the Chief Information Security Officer.
- Monitor and direct continual service improvement efforts toward the Texas A&M University Control Catalog in alignment with NIST SP 800-53 Rev. 4 and Texas Administrative Code 202 (§202.76).
- Interpretation and application of information resource policy, and adjudication of conflicts between campus initiatives and regulatory compliance requirements.
- Escalation and/or approval of issues that do not conform to Texas A&M information security and privacy practices, e.g., vendor terms and conditions, contracts, and services incompatible with information resource policy.
- Recommend prioritization of resources and determination of campus response to address information risk situations.
- Authorization of protocols for handling information security and privacy policy exception requests, appeals, and escalations, e.g., thresholds for delegation to management.
- Handling of exception appeals and non-compliance regarding security standards and policy, including decisions on whether the presenting risk warrants removal of the non-compliant systems from the network or removal of institutional data from the non-compliant systems, and adoption and delegation of

procedures for handling common non-compliance issues that may be delegated to management processes.

- Develop continual service improvement outcomes to enhance the awareness and effectiveness of Information Risk, Policy, and Security topics across Texas A&M.

The IRPSC votes and makes decisions within the above charge and scope. The IRPSC receives the following inputs, including, but not limited to:

- Recommendations and decisions that are out of scope for the following committees:
 - Strategic IT Committee (SITC)
 - Architecture and Infrastructure Committee (AIC)
 - Research and Innovation Technologies Committee (RITC)
 - Teaching and Transformational Learning Technologies Committee (TTLTC)
 - Enterprise Applications Committee (EAC)
- Recommendations for the development of policy, procedure, or security actions from the following bodies:
 - Architecture and Infrastructure Committee (AIC)
 - Research Technologies Committee (RITC)
 - Teaching and Transformational Learning Technologies Committee (TTLTC)
 - Enterprise Applications Committee (EAC)
 - University Rules Team
 - Enterprise Risk Management Group
- Any recognized IT Governance input body.
- Analysis activities and recommendations requested by any IT Governance committee.

Policy, Decisions, and Exception Facilitation

The Vice President for IT and CIO acts with signature authority on all policy and control documents within the information resources domain prior to finalization with the Texas A&M University - Compliance Program.

The IRPSC reviews and decides on exception requests to information security controls and standard administrative procedures in the domain of information technology. Exceptions will be documented in a consistent format and stored in a secure document repository. The Texas A&M University Chief Information Security Officer (CISO) acts as the final approving agent for exception requests reviewed by the IRPSC.

Membership

Permanent Voting Members

Texas A&M Chief Information Security Officer

1 Division of IT Representative (By appointment of the Vice President for IT and CIO)

1 Division of Research Representative (By appointment of the Vice President for Research)

1 Academic Services IT Representative (By appointment of the Vice President for Academic Services)

1 Division of Finance and Administration IT Representative (By appointment of the Vice President for Finance and CFO)

- 4 IT Representatives (By appointment of the VP for IT and CIO)
- 2 Faculty Members (By appointment of the VP for IT and CIO)
- 1 Texas A&M Athletics Representative (By appointment of the Vice President for IT and CIO)
- 1 Undergraduate Student (By appointment of the Student Government Association President)

Ex-officio Members

- Texas A&M University Risk and Compliance Representative (By appointment of the Associate Vice President for University Risk and Compliance)
- Texas A&M University System Office of General Counsel Representative (By appointment of the Office of General Counsel)
- Texas A&M University Privacy Officer
- Texas A&M Health – Associate Vice President for Risk and Compliance
- Division of IT - Risk, Management and Policy Representative (By appointment of the Chief Information Security Officer)
- Division of IT - Electronic and Information Technology Accessibility Coordinator
- Chairperson - Enterprise Applications Committee

Committee Membership

Chair and Chair-Elect: A new chair-elect shall be elected during the first meeting of each year. The chair-elect serves a one-year term that begins during the September meeting, followed by a one-year term as the chair.

Member Terms. Each member shall serve a term of two years beginning in the month of September and ending in the month of July during the second year of membership, for a total attendance of twelve meetings in addition to related IRPSC events that occur during the term. The co-chairpersons shall request up to three members for a second term to enable continuity of experience in the committee. Supplemental term information is available in the *Schedule of Terms* table.

Ex-Officio Members. The Associate Vice President for University Risk and Compliance shall appoint a University Risk and Compliance representative to serve as an ex-officio member. The CISO shall appoint a Division of IT - Risk, Management and Policy representative. The Office of General Counsel shall appoint a representative to serve as an ex-officio member. The Privacy Officer, the Texas A&M Health Associate Vice President for Risk and Compliance, the EIR Accessibility Coordinator, and the chairpersons of the Enterprise Applications Committee shall serve as ex-officio members.

Meeting Procedures

Meeting Frequency. Monthly on the fourth Tuesday (second Tuesday in November and December). The committee will determine modifications to the meeting schedule as needed based on current activities.

Time Commitment. In addition to the scheduled meetings, members can expect to spend 6-8 hours between the bi-monthly meetings via correspondence methods reviewing related material and handling more routine matters via electronic methods utilized for decision-making. In order to operationally maintain a bi-monthly cadence, members are required to pre-read documents relating to issues prior to attending the meeting. A process for

endorsing university Rules will be created to meet University Risk and Compliance policy review schedules without delaying until an IRPSC meeting.

Meeting Structure. The Office of the CIO will collect and confirm agenda items with the Co-Chairs, and circulate agendas in advance of each meeting to ensure informed discussion of scheduled topics. Staff will be available to aid in the facilitation and documentation of the meetings. Robert's Rules of Order will be the parliamentary authority.

Reporting. The Office of the CIO will report on decisions and maintain electronic communication mediums for distributing university-wide information for the IRPSC.

Documentation of Proceedings. All meetings will have minutes of discussions, decisions, and action items that are published within two weeks of the proceeding.

Voting. Each permanent attending member shall have one vote counting toward a decision/vote, where a quorum is half of the permanent attending members. The Vice President for IT and CIO shall have final authority in the endorsement of an IRPSC decision/vote.

Research and Supplemental Input Mechanisms. The committee may establish, at its discretion, additional ad hoc committees, task forces, IT communities of practice, or IT stakeholder steering groups, as needed.

Committee Support. The Office of the CIO will provide administrative support.

Research and Innovation Technologies Committee

The Research and Innovation Technologies Committee (RITC) provides input for the research mission of Texas A&M University by reviewing, evaluating, and recommending strategies, plans, and policies regarding IT projects and services that support research by faculty and students. The committee solicits input from key stakeholders and constituencies across the campus to ensure that institutional needs are being met in regards to technologies needed to support campus research activities.

Committee Charge

The RITC will oversee committees, existing or developed, that serve as inputs to its overall scope. Active committees established prior to the university-wide IT Governance framework who wish to input or integrate into the RITC, require approval by the SITC to be recognized in the IT Governance framework.

New committees, task forces, IT communities of practice, or IT stakeholder steering groups may be created by the RITC.

The RITC produces the following outputs, including, but not limited to:

- Review and recommend research technology applications to the SITC.
- Identify and evaluate university-wide research technology IT policy issues resulting in Standard Administrative Procedures or Executive Policy to the IRPSC for review, prior to submission to the CIO and/or the University Rule Team.
- Identify and evaluate university-wide research data management policy issues resulting in Standard Administrative Procedures or Executive Policy to the IRPSC for review, prior to submission to the CIO and/or the University Rule Team.
- Identify and evaluate university-wide data science technologies and infrastructure. Recommendations and request for analysis should be made to the AIC for such technologies.
- Raise requests for funding university-wide research computing initiatives to the SITC for review. The SITC will then execute decision or raise issues to EITC according to the request scope.
- Make recommendations to the SITC regarding university-wide project and service priorities in the area of research technologies.
- Strategic planning covering technologies needed to support campus research activities. Strategic planning components are raised to the SITC, and then endorsed by the Council where appropriate.
- Strategies to assist Principal Investigators (PIs) on existing and planned grant funding to support technology investments or potential technology investments.
- Recommendations to the IRPSC or SITC on the assurance of cybersecurity compliance as it relates to grant funding (e.g., Federal Acquisition Register, Defense Federal Acquisition Regulation Supplement, NIST 800-171, etc.) to enable the continuation or growth of federally funded grant programs.

The RITC votes and makes decisions within the above charge and scope. The RITC receives the following inputs, including, but not limited to:

- Recommendations and decisions that are out of scope for the following committees:
 - Strategic IT Committee (SITC)
 - Information Risk, Policy, and Security Committee (IRPSC)

- Enterprise Applications Committee (EAC)
- Teaching and Transformational Learning Technologies Committee (TTLTC)
- Architecture & Infrastructure Committee (AIC)
- Any recognized IT Governance input body.
- Analysis activities and recommendations requested by any IT Governance body.

Policy, Decisions, and Exception Facilitation

Exceptions to RITC decisions will be raised to the SITC.

Membership

Permanent Voting Members (Voting)

1 Center and Institute Directors Council Member (By appointment of the Council Executive Committee)
 1 University Research Council Member (By appointment of the Vice President for Research)³
 1 Associate Dean (By appointment of the Provost)⁴
 1 Vice President for Research IT Professional (By appointment of the Vice President for Research)
 1 Faculty Research Member (By appointment of the Vice President for Research)
 1 High-Performance Computing Representative (By appointment of the Vice President for Research)
 1 Distinguished Faculty Member (By appointment of the Vice President for IT and CIO)
 1 Data Science Institute Member (By appointment of the Vice President for IT and CIO)
 4 Faculty Researchers (By appointment of the Provost)
 1 Texas A&M Law School Member (By appointment of the Research and Innovation Technologies Committee)
 Division of IT – Associate Vice President, Enterprise Platforms, Cloud, and Shared Services
 Division of IT – Associate Vice President, Enterprise Networks

Ex-officio Members (Non-Voting)

Vice President for IT and Chief Information Officer
 Vice President for Research
 Texas A&M Chief Information Security Officer

Committee Membership

Chair and Chair-Elect: A new chair-elect shall be elected during the first meeting of each year. The chair-elect serves a one-year term that begins during the September meeting, followed by a one-year term as the chair.

Member Terms. Each member shall serve a term of two years beginning in the month of September and ending in the month of July during the second year of membership, for a total attendance of twelve meetings in addition to related RITC events that occur during the term. The chairperson shall request up to three members for a second term to enable continuity of experience in the committee. Supplemental term information is available in the *Schedule of Terms* table.

³ Appointment is not required to be a faculty member.

⁴ Administrative appointment, but considered as a faculty member.

Ex-Officio Members. The Vice President for IT and Chief Information Officer, Vice President for Research, and Texas A&M Chief Information Security Officer shall serve as ex-officio members.

Meeting Procedures

Meeting Frequency. Monthly on the second Tuesdays. The committee will determine modifications to the meeting schedule as needed based on current activities. Meetings will be staggered to avoid conflict with other committees.

Time Commitment. In addition to the scheduled meetings, members can expect to spend 4-6 hours between the bi-monthly meetings via correspondence methods reviewing related material and handling more routine matters via electronic methods utilized for decision-making. In order to operationally maintain a bi-monthly cadence, members are required to pre-read documents relating to issues prior to attending the meeting.

Meeting Structure. The Office of the CIO will collect and confirm agenda items with the chairperson, and circulate agendas in advance of each meeting to ensure informed discussion of scheduled topics. Staff will be available to aid in the facilitation and documentation of the meetings. Robert's Rules of Order will be the parliamentary authority.

Reporting. The Office of the CIO will report on decisions and maintain electronic communication mediums for distributing university-wide information for the RITC.

Documentation of Proceedings. All meetings will have minutes of discussions, decisions, and action items that are published within two weeks of the proceeding.

Voting. Each permanent voting member shall have one vote counting toward a decision/vote, where a quorum is half of the permanent attending members. The chairperson shall manage the voting process, which is determined by majority vote from within the count of voters. The chairperson shall decide a vote ending in a tied decision.

Research and Supplemental Input Mechanisms. The committee may establish, at its discretion, additional ad hoc committees, task forces, IT communities of practice or IT stakeholder steering groups, as needed.

Committee Support. The Office of the CIO will provide administrative support.

Teaching and Transformational Learning Technologies Committee

The Teaching and Transformational Learning Technologies Committee (TTLTC) provides input for the teaching and learning mission of Texas A&M University by reviewing, evaluating, and recommending strategies, plans, and policies regarding IT projects and services that support teaching and learning by faculty and students.

Committee Charge

The TTLTC produces the following outputs, including, but not limited to:

- Review and recommend teaching and transformational learning technology applications to the SITC. The TTLTC works in close partnership with the EAC to establish recommendations.
- Identify and evaluate university-wide teaching and transformational learning technology policy issues resulting in Standard Administrative Procedures or Executive Policy to the IRPSC for review, prior to submission to the CIO and/or the University Rule Team.
- Raise requests for funding university-wide teaching and transformational learning technology initiatives to the SITC for review. The SITC will then raise issues to EITC according to its scope.
- Develop recommendations for university-wide technologies to support the alignment of innovative and transformational initiatives that promote excellence in teaching and transformational learning technologies.
- The TTLTC is charged with making recommendations to the SITC regarding university-wide project and service priorities in the area of teaching and transformational learning technologies.
- Strategic planning covering technologies needed to support campus teaching and transformational learning technology activities. Strategic planning components are raised to the SITC, and then endorsed by the Executive IT Council.

The TTLTC votes and makes decisions within the above charge and scope. The TTLTC receives the following inputs, including, but not limited to:

- Recommendations and decisions that are out of scope for the following committees:
 - Information Risk, Policy, and Security Committee (IRPSC)
 - Architecture & Infrastructure Committee (AIC)
 - Research and Innovation Technologies Committee (RITC)
 - Enterprise Applications Committee (EAC)
- Any recognized IT Governance input body.
- Analysis activities and recommendations requested by any IT Governance committee.

The TTLTC will oversee committees, existing or developed, that serve as inputs to its overall scope. Active committees established prior to the university-wide IT Governance framework who wish to input or integrate into the TTLTC, require approval by the SITC to be recognized in the IT Governance framework.

New committees, task forces, IT communities of practice, or IT stakeholder steering groups may be created by the TTLTC.

Policy, Decisions, and Exception Facilitation

Exceptions to TTLTC decisions will be raised to the SITC.

Membership

Permanent Voting Members (Voting)

Associate Dean of Faculties for Faculty Development

1 Associate Dean (By appointment of the Provost)

12 Faculty Members (By appointment of the Provost)

1 Faculty Senate Representative (By appointment of the Provost)

1 IT Professional (By appointment of the Vice President for IT and CIO)

1 Texas A&M Athletics Representative (By appointment of the Vice President for IT and CIO)

1 Undergraduate Student (By appointment of the Student Government Association)

Ex-officio Members (Non-Voting)

Assistant Provost for Academic Innovation

Associate Provost for Undergraduate Studies Representative (By appointment of the Associate Provost for Undergraduate Studies)

Associate Provost for Graduate and Professional Studies Representative (By appointment of the Associate Provost for Graduate and Professional Studies)

Instructional Media Services Representative (By appointment of the Vice President for Enrollment and Academic Services)

Committee Membership

Chair and Chair-Elect: A new chair-elect shall be elected during the first meeting of each year. The chair-elect serves a one-year term that begins during the September meeting, followed by a one-year term as the chair.

Member Terms. Each member shall serve a term of two years beginning in the month of September and ending in the month of July during the second year of membership, for a total attendance of twelve meetings in addition to related TTLTC events that occur during the term. The co-chairpersons shall request up to three members for a second term to enable continuity of experience in the committee. Supplemental term information is available in the *Schedule of Terms* table.

Ex-Officio Members. The Associate Provost for Undergraduate Studies shall appoint a representative to serve as an ex-officio member. The Associate Provost for Graduate and Professional Studies shall appoint a representative to serve as an ex-officio member. The Vice President of Academic Services shall appoint a representative from Instructional Media Services to serve as an ex-officio member.

Meeting Procedures

Meeting frequency. Monthly on the third Friday. The committee will determine modifications to the meeting schedule as needed based on current activities. Meetings will be staggered to avoid conflict with other committees.

Time Commitment. In addition to the scheduled meetings, members can expect to spend 4-6 hours between the bi-monthly meetings via correspondence methods reviewing related material and handling more routine matters via electronic methods utilized for decision making. In order to operationally maintain a bi-monthly cadence, members are required to pre-read documents relating to issues prior to attending the meeting.

Meeting Structure. The Office of the CIO will collect and confirm agenda items with the co-chairpersons, and circulate agendas in advance of each meeting to ensure informed discussion of scheduled topics. Staff will be available to aid in the facilitation and documentation of the meetings. Robert's Rules of Order will be the parliamentary authority.

Reporting. The Office of the CIO will report on decisions and maintain electronic communication mediums for distributing university-wide information for the TTLTC.

Documentation of Proceedings. All meetings will have minutes of discussions, decisions, and action items that are published within two weeks of the proceeding.

Voting. Each permanent voting member shall have one vote counting toward a decision/vote, where a quorum is half of the permanent attending members. The co-chairpersons shall manage the voting process, which is determined by majority vote from within the count of voters. The co-chairpersons shall decide a vote ending in a tied decision.

Research and Supplemental Input Mechanisms. The committee may establish, at its discretion, additional ad hoc committees, task forces, IT communities of practice, or IT stakeholder steering groups, as needed.

Committee Support. The Office of the CIO will provide administrative support.

Alignment Processes

Agenda Setting

For long-term, strategic alignment, the development of an IT Strategic Plan that guides university-wide technologies toward alignment with the university mission and direction of the President will be necessary for success. Such a strategic plan would be renewed yearly to ensure an “evergreen” approach that maintains the relevance and accuracy of the plan. The IT Governance framework coordinator would then meet with committee chairs to aid in setting the agenda for the meetings using required outcomes from the strategic plan. A consolidated list of agenda topics, committee research activities, and active projects as a result of the committees will be managed in a portfolio. The Executive IT Council and the CIO will prioritize the portfolio and communicate the prioritization to the university community.

Chairpersons will coordinate regularly and select agenda topics using the list of strategic plan outcomes. The portfolio of governance activities, in addition to previously noted input methods, will be monitored and controlled to ensure continual strategic alignment.

Reporting

Agendas, presentation briefs, and notes for each regularly scheduled IT Governance meeting are available on the respective committee web pages. In addition to the meeting notes and executive summaries, IT Governance progress and updates are communicated via the CIO updates. All policy-related materials are to be posted on the it.tamu.edu website or once finalized on rules.tamu.edu.

Suitable Discussion

Orientation will be needed to ensure people understand what is suitable to be brought forth into committee business as governance is generally about “what” IT should be doing as opposed to “how”, which is a management process. An orientation process will take place annually for new members with periodic communications sent to IT Governance framework participants covering topics that will educate their thinking to reduce managerial focus with a lens toward strategic imperatives.

Some examples of suitable discussions for IT Governance committees include:

- discussion on large IT investments,
- architecture design,
- policy exception processes,
- major project updates and portfolio prioritization,
- and security control development.

Communication and Meeting Management

The Office of the CIO will coordinate communication activities and events to engage the University community on the outcomes of the ITG framework. Reports covering the effectiveness of the ITG framework will be generated on a periodic basis. A parliamentarian will be available at all IT Governance committee meetings, with the exception of the Council, to support the facilitation of the meeting utilizing Robert's Rules of Order as the standard for parliamentary authority. A periodic review of the IT governance program will take place every three years of operation. The IT Governance program officially launched on September 14, 2018.

Overview of Meeting Cadence

<u>Body</u>	<u>Cadence</u>	<u>Details</u>
Executive IT Council	Two times per fiscal year on the second Wednesday during March and October.	Meeting 1 - March Meeting 2 - October
Strategic IT Committee	Quarterly or a minimum of four meetings per year (up to six meetings per year where necessary) on the 2nd Wednesday of the month in February, May, August, and November. Meetings are designed to always occur one month prior to an EITC meeting.	Meeting 1 - February Meeting 2 - May Meeting 3 - August Meeting 4 - November
Architecture & Infrastructure Committee	Monthly on the second Thursday of the month.	All calendar months.
Enterprise Applications Committee	Monthly on the fourth Tuesday of the month.	All calendar months.
Information Risk, Policy, & Security Committee	Monthly on the fourth Tuesday of the month (second Tuesday in November and December).	All calendar months.
Research Technologies Committee	Monthly on the second Tuesday of the month.	All calendar months.
Teaching and Transformational Learning Technologies Committee	Monthly on the third Friday of the month.	All academic calendar months.
IT Governance Chairpersons	Monthly on the first Monday of the	All calendar months.



<p>Synchronization Meeting:</p> <ul style="list-style-type: none">-RITC-IRPSC-EAC-TTLTC-AIC	<p>month. The meeting is to synchronize issues across the IT Governance bodies. The group will be utilized to maintain consistent agendas, inputs/outputs, and long-term strategic alignment.</p>	
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Schedule of Appointments

The following table provides an overview of the appointment schedule for IT Governance participants. The Office of the Vice President for IT and CIO will coordinate appointments across the respective university offices. The Vice President for IT and CIO will employ a practice of selecting college IT representatives from among the IT professional and IT leader appointments. These appointments will not be used for the Division of IT organization, which have explicit representation among the other appointments.

<u>Appointer</u>	<u>Appointees</u>
President, Texas A&M University	SITC: 3 Campus Leaders
Provost & Executive Vice President, Texas A&M University	SITC: 1 Faculty Member TTLTC: 1 Associate Deans 2 Faculty Members RITC: 1 Associate Dean 2 Faculty Researchers EAC: 2 Faculty Member AIC: 1 Faculty Member
Executive Vice President for the Division of Finance & Operations and Chief Financial Officer, Division of Finance & Operations	SITC: 1 Division of Finance IT Representative IRPSC: 1 Division of Finance IT Representative EAC: 1 Division of Finance IT Representative AIC: 1 Division of Finance IT Representative
Vice President for IT and Chief Information Officer	SITC: 2 IT Leaders TTLTC: 1 Ex-Officio Athletic Compliance Representative 1 Ex-Officio IT Professional Representative RITC: 1 Distinguished Faculty 1 Faculty Researcher IRPSC: 1 Division of IT Representative 4 IT Professional Representatives 2 Faculty Members 1 Athletics Representative 1 Ex-Officio Division of IT Business Relationship Management Representative EAC: 3 IT Professional Representatives 1 Division of IT Representative 1 Faculty Member 1 Ex-Officio Campus Leader 1 Ex-Officio Division of IT Business Relationship Management Representative AIC: 7 IT Professional Representatives

	1 Ex-Officio Division of IT Business Relationship Management Representative
Vice President for Enrollment & Academic Services, Academic Services	TTLTC: 1 Ex-Officio Instructional Media Services Representative (IRPSC: 1 Academic IT Services Representative EAC: 1 Academic IT Services Representative AIC: 1 Academic IT Services Representative
Vice President for Research, Division of Research	RIT: 1 University Research Council Member 1 Research IT Professional 1 High Performance Computing Representative 1 Faculty Researcher IRPSC: 1 Division of Research Representative EAC: 1 Division of Research Representative AIC: 1 Division of Research Representative
Vice President, Division of Student Affairs	EAC: 1 Student Affairs Representative 1 Undergraduate or Graduate Student AIC: 1 Student Affairs Representative
Texas A&M University - Galveston, Vice President & Chief Operating Officer	SITC: 1 Faculty Member
Texas A&M University - Qatar, Dean & Chief Executive Officer	SITC: 1 Faculty Member
Chief Legal Officer, Texas A&M University System - Office of General Counsel	IRPSC: 1 Representative
Associate Vice President, Office of Budget & Planning	SITC: 1 Ex-Officio Representative
Associate Vice President, University Risk and Compliance	IRPSC: 1 Ex-Officio Representative
Senior Associate Vice President, Division of Research	RITC: 1 Center and Institute Directors Council Representative
Assistant Vice President, Academic IT Services	TTLTC: 1 Ex-Officio Instructional Media Services Representative
Associate Provost, Undergraduate Studies	TTLTC: 1 Ex-Officio Representative



Center and Institute Directors Council, Chairperson	RITC: 1 Representative
Texas A&M IT - Chief Technology Officer	AIC: 1 Division of IT Representative
Council of Deans, Chairperson	SITC: 1 Representative
Council of Principal Investigators, Executive Committee	RITC: 1 Representative
Dean of Faculties	TTLTC: 1 Representative
Faculty Senate, Executive Committee	SITC: 1 Representative EAC: 1 Representative
Graduate and Professional Student Council, President	SITC: 1 Representative
Student Government Association, President	SITC: 1 Representative IRPSC: 1 Representative TTLTC: 1 Representative EAC: 1 Representative
University Staff Council, Chairperson	SITC: 1 Representative

Schedule of Terms

The following table provides an overview of the term schedule for IT Governance participants and the staggered terms necessary for continuity of the IT Governance framework during implementation. The Office of the Vice President for IT and CIO will coordinate terms in conjunction with appointments across the respective university offices.

<u>IT Governance Body</u>	<u>Member Term Procedures</u>
Executive IT Council	No terms among the members.
Strategic IT Committee	<p>Each member shall serve a term of two years beginning in the month of August or September, depending upon scheduling, and ending in the month of May during the second year of membership, for a total attendance of seven meetings in addition to related SITC events that occur during the term.</p> <p>The chairperson shall request up to three members for a second two-year term to enable continuity of experience in the committee.</p> <p>The two faculty member appointments (appointed by the Provost) shall be divided between one member holding a two-year appointment and one member holding a three-year appointment to promote continuity.</p> <p>The three campus leader appointments (appointed by the President) shall be divided between two members holding a two-year appointment and one member holding a three-year appointment to promote continuity.</p>
Architecture & Infrastructure Committee	<p>Each member shall serve a term of two years beginning in the month of September and ending in the month of August (depending upon scheduling) during the second year of membership, for a total attendance of 24 meetings in addition to related AIC events that occur during the term.</p> <p>The chairperson shall request up to five members for a second term to enable continuity of membership in the committee.</p>



	<p>Among the five IT professional appointments (appointed by the Vice President for IT and CIO), three of the five appointments shall be divided between one member holding a one-year appointment, one member holding a two-year appointment, and one member holding a three-year appointment to promote continuity.</p>
<p>Enterprise Applications Committee</p>	<p>Each member shall serve a term of two years beginning in the month of September and ending in the month of July during the second year of membership, for a total attendance of twelve meetings in addition to related EAC events that occur during the term.</p> <p>The chairperson shall request up to three members for a second term to enable continuity of experience in the committee.</p> <p>The two academic services representatives (appointed by the Vice President for Enrollment and Academic Services) shall be divided between one member holding a two-year appointment and one member holding a three-year appointment to promote continuity.</p> <p>The two IT professional appointments (appointed by the Vice President for IT and CIO) shall be divided between one member holding a two-year appointment, and one member holding a three-year appointment to promote continuity.</p>
<p>Information Risk, Policy, & Security Committee</p>	<p>Each member shall serve a term of two years beginning in the month of September and ending in the month of July during the second year of membership, for a total attendance of 23 meetings in addition to related IRPSC events that occur during the term.</p> <p>The chairperson shall request up to three members for a second term to enable continuity of experience in the committee.</p> <p>Among the four IT professional appointments (appointed by the Vice President for IT and CIO), the appointments shall be divided between one member holding a one-year appointment, two members holding a two-year appointment, and one member holding a three-year appointment to promote continuity.</p>



<p>Research and Innovation Technologies Committee</p>	<p>Each member shall serve a term of two years beginning in the month of September and ending in the month of July during the second year of membership, for a total attendance of twelve meetings in addition to related RITC events that occur during the term.</p> <p>The chairperson shall request up to three members for a second term to enable continuity of experience in the committee.</p> <p>The four faculty researcher appointments (appointed by the Provost) shall be divided between one member holding a one-year appointment, two members holding a two-year appointment, and one member holding a three-year appointment to promote continuity.</p>
<p>Teaching and Transformational Learning Technologies Committee</p>	<p>Each member shall serve a term of two years beginning in the month of September and ending in the month of July during the second year of membership, for a total attendance of twelve meetings in addition to related TTLTC events that occur during the term.</p> <p>The chairperson shall request up to three members for a second term to enable continuity of experience in the committee.</p> <p>The five faculty member appointments (appointed by the Provost) shall be divided between two members holding a one-year appointment, two members holding a two-year appointment, and one member holding a three-year appointment to promote continuity.</p>